

# ENGENDERING UTILITIES

Strengthening Gender Equality in Male-Dominated Industries



Engendering Utilities partners with 29 organizations across 21 countries to increase gender equality in male-dominated industries, including the energy and water sectors. Using the program's [Best Practices Framework for Male-Dominated Industries](#), Engendering Utilities provides partners with the tools and resources they need to implement gender equality interventions across the employee life cycle. This is coupled with demand-driven change management coaching by the program's equality experts, and participation in the [Gender Equity Executive Leadership Program \(GEELP\)](#), a 12-month course developed and delivered in partnership with Georgetown University McDonough School of Business.



SENELEC – Senegal, PHOTO by Khumo Mokhehi.

## LIFE OF PROJECT IMPACT BY THE **NUMBERS** (2017-2020)

\$1.15 million

In direct and in-kind funding from utilities to implement gender equality initiatives

1,115

New women hired by partner organizations; 7% into leadership roles and 22% into technical roles

443

Gender equality best practices implemented across the employee life cycle

11

Partner utilities report increases in employee retention, attributed directly to coaching

955

Women promoted; 28% into leadership positions and 29% into technical positions

57

Policies related to gender equality created at partner organizations

5

Utility partners explicitly linked increased gender equality to decreased revenue loss

6,105

Female employees at partner organizations trained on technical and soft skills to advance their careers

220

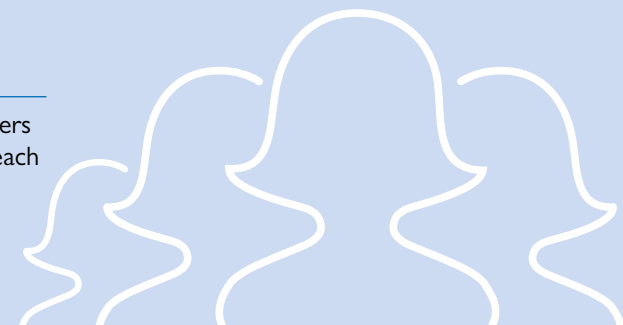
Girls enrolled in internships and trainee programs

3

Utilities attribute improvements in image and reputation to gender equality initiatives

2,066

Female students and job seekers reached through school outreach and recruitment events





## GENDER EQUALITY ACHIEVEMENTS (FY17-FY20)

With Engendering Utilities support, partners have implemented nearly 450 actions and interventions to increase gender equality in their organizations.

- **52 outreach and attraction activities reached over 2,000 female students and job seekers.** For the first time ever, EVN in Macedonia received more female than male applicants for their junior engineers program, and 45 percent of those accepted by the program were women. Twenty junior engineers were offered full-time employment upon completion of the program, and half of these individuals were women. This achievement is a direct result from partner efforts to strengthen external communication to become an attractive employer for young women, followed by the adoption of gender-inclusive interview techniques to eliminate bias from the hiring process.
- **44 recruitment and hiring initiatives resulted in the hiring over 1,1100 new women.** KPLC in Kenya hired three women into the positions of General Managers in HR, Legal and Corporate Affairs, and Customer Service, increasing female representation at this level from 10 percent to 27.3 percent. This is a result of putting in place a target of 30 percent female representation at the senior management level by 2030 and other practices, such as including gender equity as a key performance indicator for board members.
- **91 gender equality interventions at the onboarding and training stage resulted in the upskilling of over 6,000 female employees' technical and soft skills to advance their careers.** Edesur in the Dominican Republic developed a "Basic Electricity Installer" course that provides training to women currently in administrative roles to prepare them to become eligible for promotion into technical positions as they become vacant.
- **27 best practices were implemented to improve performance management, compensation, and benefits across partner organizations.** This was particularly important during COVID-19, when benefits—like flexible schedules—enabled employees to better-balance responsibilities of work and home. Tata Power-DDL in India implemented a safety, well-being, and welfare campaign during COVID-19, reaching 3,698 employees.
- **7 activities were launched by partners to offer talent and leadership development opportunities to female staff.** Five women at EKEDC in Nigeria participated in the utility's "Leadership and Management Mastery for High Performance" program for the first time ever. An additional 12 women participated in EKEDC's "Professional Skills Development Training," which equips junior and mid-level professionals with management, leadership, and professional skills they need to advance in their current roles and in their careers.
- **17 gender equality initiatives that improve retention and increase employee engagement were implemented by partners.** EDESUR in the Dominican Republic conducted an organizational climate survey and analyzed its results by gender. With an 80 percent response rate, they found that more men than women experience knowledge transfer among team members and perceive opportunities for growth; this information is being used to take tangible action in developing a plan that targets women for engagement, learning, and growth opportunities.
- **14 succession planning and promotion interventions results in the promotion of nearly 1,000 women into technical, management, and senior management roles.** LASURECO in the Philippines promoted a woman to General Services Section Head, which is the first time a female has occupied this position. KOSTT in Kosovo implemented succession planning and subsequently identified one high potential female engineer who was promoted.
- **57 best practices to improve policies and grievance management mechanisms were implemented by partners.** EDESUR in the Dominican Republic adopted Anti-Discrimination, Gender Equity, EEO, Paternity Leave, and Sexual Harassment policies during the recent 16 Days of Activism.



- **11 interventions that improve company performance and reporting were implemented by partners.** Both TPDDL in India and DELSUR in El Salvador became signatories to United Nations Women's Empowerment Principles, signaling their commitment to gender equality and increasing external accountability.
- **83 actions were taken to improve corporate communication and branding and publicly position partners as employers of choice for women.** Three utilities credit these efforts with improved image and reputation. KOSTT in Kosovo joined the #GirlsTakeOver initiative, which was launched by the Association of Women in Energy Sector in Kosovo (AWESK) to promote the empowerment of girls / women in decision-making, in professions in the energy field, and more generally in equal employment of women in the energy sector broadly. As a result of this and other external communications, KOSTT has observed an increase in applications for open jobs from women.
- **40 best practices that improved corporate culture and leadership support for gender equality were implemented.** EKEDC in Nigeria held a male-engagement workshop for middle and senior management on the importance of being a male champion for gender equality. Additionally, KenGen in Kenya developed a blended change management model for improving gender equality based upon the utility's awareness, desire, knowledge, ability, reinforcement (ADKAR) change management model approach.



## BUSINESS PERFORMANCE IMPROVEMENT RESULTS

Utility partners report tangible improvements in business performance as a result of their gender equality efforts.

- **5 utility partners report decreases in revenue loss after improving gender equality across their organization.** Edesur in the Dominican Republic credits their women-led customer service department for improving service delivery and decreasing revenue loss by six percent between 2019 and 2020. Female employees at BRPL in India designed and led community outreach activities that resulted in the connection of over 200 new households in slum areas of Delhi, enabling the utility to recover 100 percent of billed revenue from these homes.
- **11 partner utilities report increases in employee retention.** Improved gender equality policies and practices have increased senior leadership engagement, changed corporate culture, improved knowledge and awareness of gender equality issues, and upskilled women for career advancement. IBEDC in Nigeria reported that the company's efforts to increase gender equality, improve employee welfare, and reduce discrimination and sexual harassment have improved women's job satisfaction, increased employee motivation, and reduced turnover of female employees.
- **3 utility partners report that increased gender equality improved their reputation and image.** By communicating about gender equality efforts both internally and externally, partners were able to position themselves as employers of choice for women, which enabled them to attract and retain more talent. Edesur in the Dominican Republic attributes their improved reputation and image to an increase in the number of women in their communications department. DELSUR in El Salvador attests that the organization's gender equality efforts have earned the organization a reputation for supporting female leadership.

**Learn more about Engendering Utilities and partner achievements [here](#).**

### CONTACT

Corinne Hart  
Senior Advisor for Gender and Environment  
Office of Gender Equality and Women's  
Empowerment, USAID  
[cohart@usaid.gov](mailto:cohart@usaid.gov)